

Hope Valley: A Case Study in Hospital Food and Nutrition Services Operations

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Objectives

- Identify how these case study materials can be used in foodservice management courses.
- Identify which ACEND standards and CDM competencies are met using the case study materials.
- Utilize case study materials in teaching human resource management, financial management, and crisis management concepts.



Why a Case Study?

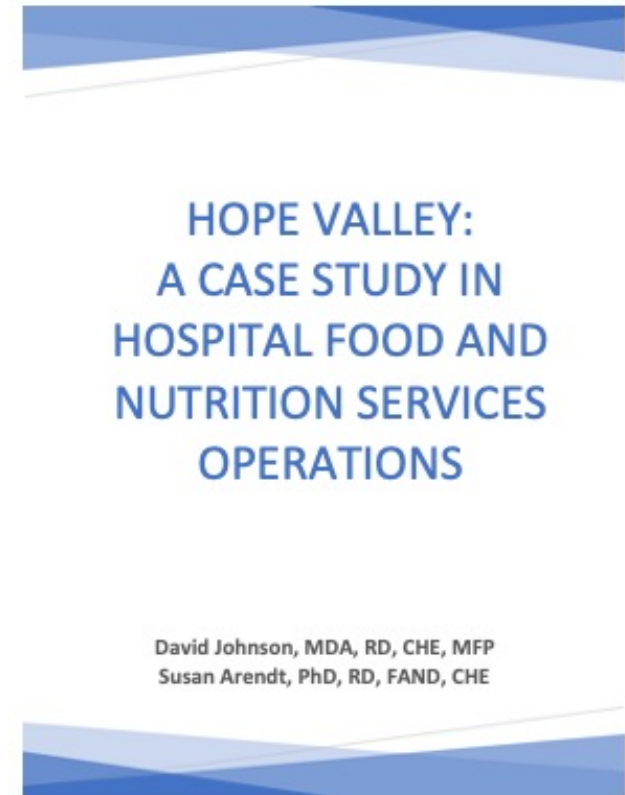
- Provides a realistic scenario for students to practice what they learn in the classroom.
- Case studies help students develop critical thinking skills through active learning (Mahdi et al., 2020).



Hope Valley: Instructional Resource

Complete Resource Includes:

- Case Study Book
 - Open Access (free to download)
 - PDF file download
 - Instructor and Student versions
 - Navigation and Accessibility
 - Hyperlinked table of contents
 - Descriptive alt text enabled
- Financial Manipulations Document
 - Open Access (free to download)
 - Excel file download
 - Used with Financial Management Scenarios



ACEND Standards (KRDNs) and CDM Competencies

- ACEND Standards

- **KRDN 1.3** Apply critical thinking skill
- **KRDN 2.1** Demonstrate effective and professional oral and written communication and documentation
- **KRDN 2.6** Demonstrate an understanding of cultural competence/sensitivity
- **KRDN 4.2** Evaluate a budget and interpret financial data
- **KRDN 4.5** Describe safety principles related to food, personnel, and consumers
- **KRDN 4.6** Analyze data for assessment and evaluate data to be used in decision-making for continuous quality improvement

(Koemel et al., 2021)

- Certified Dietary Managers Competencies

- Foodservice
- Personnel Management & Communications
- Business Operations

(CBDM, 2022)



The Hope Valley Case Study Book

- Introduction
- Case Narrative
- Patient Room Service Menu
- Financial Information
- Staffing Information
- Problem Activities
- Financial Management Scenarios

Hope Valley
Medical Center

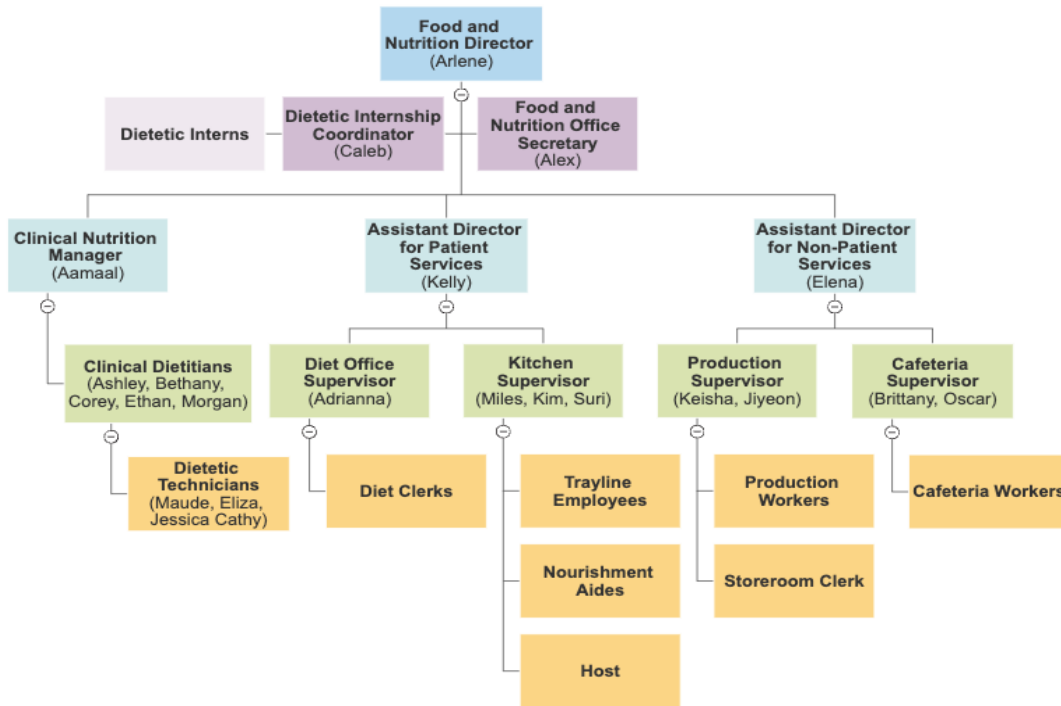


Case Narrative

- Background information on Hope Valley Hospital and the Food and Nutrition department
- Organizational chart with description of positions
- Floor plan with key
- Patient Room Service Menu
- Detailed area and service summaries for:
 - Patient room service
 - Cafeteria and dining room
 - Procurement
 - Food production
 - Utility & dishwashing/warewashing
 - Recruitment, hiring, training, and evaluation
 - Clinical nutrition services
 - Dietetic internship



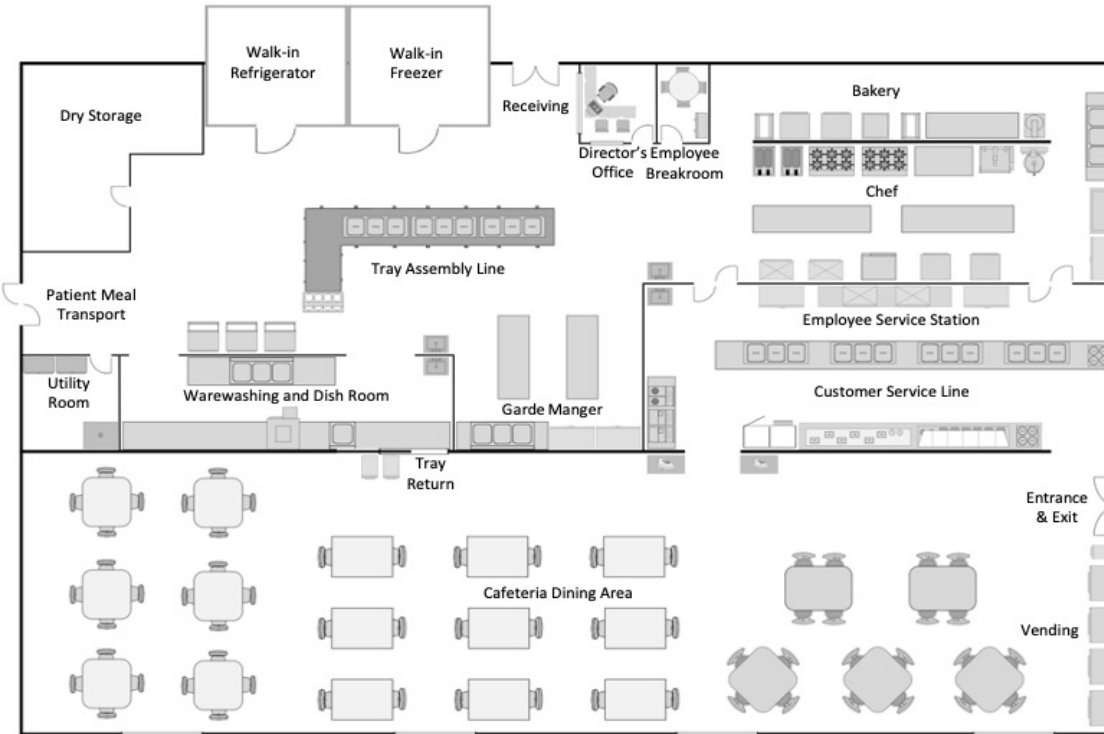
Organizational Chart



Food and Nutrition Services	
Position	Description of Duties & Responsibilities
Food and Nutrition Director	Responsible for overseeing and managing all aspects of food and nutrition services operations.
Food and Nutrition Office Secretary	Provides administrative support to the Food and Nutrition Services department.
Dietetic Internship Coordinator	Manages the dietetic internship program within the healthcare facility.
Dietetic Interns	Individuals who are completing a supervised practical training program as part of their education and certification to become a registered dietitian.
Assistant Director for Patient Services	Oversees the delivery of food and nutrition services to patients.
Diet Office Supervisor	Supervises and coordinates the day-to-day operations of a diet office.
Diet Clerks	Communicates with patients to receive meal orders and coordinate with kitchen staff for preparation and delivery of patient meals.
Kitchen Supervisor	Oversees and manages the daily operations of patient meal services.
Trayline Employees	Assembles patient trays in accordance with dietary restrictions, physician orders, and patient preferences.
Nourishment Aides	Maintains the floors and vending machines are adequately stocked with food and nourishments.
Host	Delivers and serves patient meals, ensuring that meal temperatures are correct and that patients receive the correct meals.
Clinical Nutrition Manager	Oversees the delivery of nutrition care services to patients. Supervises a team of registered dietitians and other nutrition support staff.
Clinical Dietitians	Assess patients' nutritional needs, medical history, and lifestyle, and developing individualized nutrition care plans.
Dietetic Technicians	Work under the supervision of registered dietitians to provide nutritional care to patients.
Assistant Director for Non-Patient Services	Oversees the delivery of non-patient food and nutrition services, including cafeteria and catering services.
Production Supervisor	Oversees the production of food and kitchen sanitation.
Production Workers	Prepares and cooks food for patient services and cafeteria services. Other responsibilities include warewashing station.
Storeroom Clerk	Responsible for managing the inventory, ordering, and distribution of food and supplies in the food and nutrition services department.
Cafeteria Supervisor	Supervises and trains cafeteria staff, including cashiers, food service workers, and dishwashers. Ensures that food is prepared, served, and presented in a safe, efficient, and appealing manner.
Cafeteria Workers	Prepares and serves food, operate a cash register, and cleans and maintains the cafeteria. Providing excellent customer service to patients, staff, and visitors.



Floor Plan with Key



Kitchen Floor Plan Key					
Symbol	Item	Symbol	Item	Symbol	Item
	Single Doorway		Beverage and Supplement Cooler		Pan Rack
	Double Doorway		Side-by-Side Refrigerator		Proofing Cabinet
	Swinging Doorway				Plate Warmer (Hot Station)
	Window		Plate Chiller (Salad Station)		Salad Bar
	Chemical Storage Closet		Warming/Hot Holding Cabinet		Soup and Baked Potato Bar
	Utility/Mop Room Floor Drain		Steamer		Merchandiser/Display Refrigerator
	Insulated Meal Transport Cart		Oven*		Coffee/Tea Station
	3-Compartment Sink		Twin Fryer Basket*		Fountain Beverage Station
	1-Compartment Sink		6 Range Stove*		Cash Register
	Handwashing Sink		Flat Top Grill*		Vending Machine
	Dishwasher		Tilt Skillet*		Prep Table
	Trashcan		Steam Jacketed Kettle*		Cafeteria Seating
	Bain Marie with Hot Cupboard (Hot Well)		Stand Mixer		

*Operates using natural gas



Patient Room Service Menu

Delivered from our kitchen to you!

♥ Low fat

♥ Low sodium

🍏 Vegetarian

Breakfast



Cereals

- Puffed rice ♥🍏
- Corn flakes ♥🍏
- Oatmeal ♥🍏
- Grits ♥🍏

Sides

- Bacon
- Pork Sausage
- Turkey Sausage ♥
- Hash brown 🍏

Eggs

- Hard boiled 🍏
- Scrambled 🍏
- Scrambled, Egg white ♥🍏

Omelets

- Cheese** ♥🍏
- Ham and Cheese**
- Vegetable** 🍏

Breads

- Whole wheat toast ♥🍏
- English muffin ♥🍏
- Bagel ♥🍏
- Biscuit 🍏
- Berry muffin 🍏
- Pancake ♥🍏

**Your choice of:
 Whole egg ♥
 Egg whites

Lunch & Dinner



Main Selections

- Spaghetti with meat sauce ♥
- Herb roasted chicken ♥🍏
- Glazed pork loin ♥🍏
- Roast beef with gravy ♥🍏
- Broiled salmon ♥🍏
- Vegetable lasagna ♥🍏

Hot Sandwiches

- Traditional burger
- Chicken sandwich ♥🍏
- Grilled cheese 🍏

Cold Sandwiches

- Ham and cheese ♥
- Turkey and cheese ♥🍏
- Tuna salad 🍏

Soups

- Chicken noodle ♥🍏
- Tomato ♥🍏
- Chicken broth ♥🍏
- Beef broth ♥🍏
- Vegetable broth ♥🍏

Salads

- Chef ♥
- Caesar ♥
- Garden ♥🍏

Sides

- Side salad ♥🍏
- Mashed potatoes ♥🍏
- French fries 🍏
- Rice ♥🍏
- Steamed broccoli ♥🍏
- Steamed carrots ♥🍏
- Buttered corn ♥🍏
- Sweet peas 🍏
- Green beans ♥🍏
- Dinner roll ♥🍏

Delivered from our kitchen to you!

Additional Offerings



Fruit

- Apple ♥🍏
- Applesauce ♥🍏
- Banana ♥🍏
- Seasonal fruit cup ♥🍏

Yogurt

- Low fat strawberry ♥🍏
- Low fat blueberry ♥🍏
- Plain Greek ♥🍏

Snacks

- Cottage cheese 🍏
- Cheese and crackers 🍏
- Graham crackers with peanut butter ♥🍏
- Vegetables with low fat ranch dip ♥🍏
- String cheese ♥

Desserts



Popular Picks

- Sugar cookie 🍏
- Chocolate cake ♥🍏
- Vanilla pudding ♥🍏

Frozen

- Vanilla ice cream 🍏
- Chocolate ice cream ♥🍏
- Orange sherbet ♥🍏

Beverages



Coffee

- Regular ♥🍏
- Decaf ♥🍏

Tea

- Sweet ♥
- Unsweet ♥

Juice

- Orange ♥🍏
- Apple ♥🍏
- Grape ♥🍏
- Vegetable ♥🍏

Milk

- Skim ♥🍏
- 2% ♥🍏

Milk Alternates

- Almond ♥🍏
- Soy ♥🍏

Condiments and Extras

- Butter 🍏
- Jelly ♥🍏
- Peanut butter ♥🍏
- Honey ♥🍏

- Ketchup ♥
- Mustard 🍏
- Mayo 🍏
- BBQ sauce ♥
- Ranch 🍏

- Salt ♥
- Pepper ♥🍏
- No salt herb blend ♥🍏
- Sugar ♥🍏
- Creamer ♥

Assignments and Activities

- Problem Activities
- Financial Management Scenarios
- Learning objectives listed before each section

Advanced Level

Advanced Level Learning Objectives:

- Analyze "real life" case study information.
- Manipulate data in Excel and analyze impact on costs and sales.
- Interpret data derived from manipulations.
 - Decreasing food costs
 - Decreasing labor costs
 - Increasing revenues
 - Decreasing revenues
- Make comparisons to budgeted amounts.
- Determine costs per patient day.

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Problem Activities

- Flow of Food Analysis
- Develop SMART goals
- Large Capital Expense Purchase Proposal
- Human Resource Management: Conflict Resolution
- SWOT Analysis
- Master Schedule
- Marketing Plan



Problem Activity Example: Large Capital Expense Purchase Proposal

- Arlene (FND) has identified available funds in budget for a large capital expense purchase.
- Assist in developing the proposal.
- Examine the case narrative.
- Identify what piece of equipment you want to purchase (several potential options are available).



Budgeted Allocation Amount:	Determine the budget available for this large capital expense purchase.			
Equipment Requirements:	Identify the equipment needs of the department, including size, capacity, and specifications.			
	How will this new equipment contribute to improving efficiency in production/service?			
Vendor Selection and Comparison of Specifications:	Identify 3 potential vendors and their product (copy + paste the link below).			
	Vendor 1:			
	Vendor 2:			
	Vendor 3:			
	Specification	Vendor 1	Vendor 2	Vendor 3
	Equipment Type:			
	Functions of Equipment:			
	Power Source: (Electricity, Natural Gas, etc.,)			
	Energy-Efficiency Rating (EEF):			
	Brand:			
	Dimensions/Size:			
	Capacity:			
	Lifespan:			
	Cost to Purchase Equipment:			
	Cost to Lease Equipment: (Length of Lease?) (End of Lease Purchase Option?)			
Cost and Time of Installation:				
Warranty and Maintenance:				
Other:				

Problem Activity Example: Large Capital Expense Purchase Proposal

- What are the key factors Arlene should consider when comparing commercial kitchen equipment?
- How does the size and capacity of commercial kitchen equipment affect the comparison process?
- What is the impact of energy-efficient commercial kitchen equipment on reducing energy costs and environmental impact?
- What is the importance of considering the brand reputation and customer service when comparing commercial kitchen equipment?
- How does the durability and maintenance requirements of commercial kitchen equipment impact the comparison process?
- Analyze the 3 vendors and the equipment and rank them (1-3). Provide a justification for your ranking?
- Would you recommend that Arlene should purchase or lease the equipment? Why?



Financial Management Scenarios

- Quick Reference Formula Guide
- Introductory Level
 - Scenario 1: Calculating Meal Equivalents
 - Scenario 2: Calculating Full Time Equivalents
- Intermediate Level
 - Scenario 3: Inventory Management
 - Scenario 4: Human Resource Management: Hiring
- Advanced Level
 - Scenario 5: Decreasing Food Costs
 - Scenario 6: Decreasing Labor Costs
 - Scenario 7: Increasing Revenues
 - Scenario 8: Decreasing Revenues



Financial Management Scenario Example:



References

- Certifying Board for Dietary Managers (CBDM). (2022, March). CDM, CFPP Scope of practice. https://www.cbdmonline.org/docs/default-source/legacy-docs/docs/scopeofpracticefeed079ea5286112a9d8ff00005d4b23.pdf?sfvrsn=ce4762af_25
- Koemel, N., Shafiezadeh, K., & Farr, B. (2021). Career readiness in the dietetics curriculum. *Journal of the Academy of Nutrition and Dietetics*, 121(1), 15-24. <https://doi.org/10.1016/j.jand.2020.07.015>
- Mahdi, O., Nassar, I., & Almuslamani, H. (2020). The role of using case studies method in improving students' critical thinking skills in higher education. *International Journal of Higher Education*, 9(2), 297-308. <https://doi.org/10.5430/ijhe.v9n2p297>



Thank You!
Questions?

